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**DEPARTMENT OF THE ARMY
US ARMY INTELLIGENCE AND SECURITY COMMAND
FORT GEORGE G. MEADE, MARYLAND 20755**

IAFM-OPS-HU-SA

10 March 1980

MEMORANDUM FOR BRIGADIER GENERAL THOMAS J. FLYNN
DEPUTY COMMANDER, INTELLIGENCE

SUBJECT: The GRILL FLAME Scientific Evaluation Committee Report

1. The report of the GRILL FLAME Scientific Evaluation Committee has now been released. I have taken the liberty of copying portions of the report for your review. The complete report, some 90 pages, is available if you so desire.
2. TAB A is the complete executive summary of the report.
3. TAB B is that portion of the report dealing directly with INSCOM's program.

A handwritten signature in black ink, appearing to read "Chad B. White".

CHAD B. WHITE
Colonel, GS
ADCSOPS-HUMINT

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as

Regraded UNCLASSIFIED when
separated from SECRET inclosures.

CLASSIFIED BY: DIRECTOR, DIA
REVIEW ON: 10 March 2000
EXTENDED BY: DIRECTOR, DIA
REASON: 2-301C, 3&6

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CHAPTER 1

Introduction (U)

1. (S/NOFORN) Background. In June 1979 it was suggested by Dr. LaBerge, then Under Secretary of the Army, that a Scientific Evaluation Committee be appointed to review the Army's parapsychological activities. In early July 1979, Dr. Ruth Davis recommended that because of the special interest of the Secretary of Defense, that the Committee review the total DOD posture and report directly to the GRILL FLAME Oversight Committee. ("GRILL FLAME" is the unclassified code word for any DOD or intelligence community association or involvement with parapsychological activities or interests; definitions of scientific areas discussed can be found in Chapter 5.)

2. (U) Mission and Organization. The Committee was organized by the Chairman (see Annex 1) and highly qualified members were invited to serve from various scientific disciplines. All members enjoy a reputation for an extremely high integrity and bring to the Committee a wealth of experience in experimental design and evaluation. The areas of expertise of Committee members include Psychiatry, Biostatistics, Psychology, Physics, Engineering, and Operations Research. Committee members were carefully screened to avoid any persons with preconceived notions for or against the subject under investigation, so that an objective assessment could be evolved. All Committee members represented themselves and were selected on their individual merits; therefore, views expressed are neither implicitly nor explicitly associated with their employing organizations. The listing of the organizational affiliation in the Annex is for identifying purposes only.

a. (S/NOFORN) The mission of the Committee, known as the "GRILL FLAME Scientific Evaluation Committee" was as follows:

To review the parapsychological research, investigations, and applications within DOD and the intelligence community.

To assess the validity of claims made for the alleged existence of the PSI phenomena; with particular emphasis on the experiments which were instituted to approach the "proof of principle".

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TAB A

To recommend a course of action for DOD in future parapsychological activities.

b. (S/NOFORN) The Committee visited all DOD installations involved in any aspect of parapsychological efforts and conducted additional visits and interviews with non-government sponsored investigators (see Annex 2). In addition, a large amount of classified reports, intelligence summaries, and open literature was reviewed. A collection of all such documents is stored in the Chairman's office and was made available to Committee members as required. In addition, available documentation applicable to the particular investigations in process or related materials was made available for inspection at all installations which were visited.

c. (S/NOFORN) Because of the DOD interest for eventual application and also because of the considerably greater activity, the bulk of the Committee's work was concerned with that portion of PSI research and applications known as "Remote Viewing" (RV). The work on Psychokinetics (PK) was also reviewed; however, since these investigations are concerned with the production of physical effects, there is considerably less controversy from the point of view of measurement techniques, but PK investigations share with RV the perplexing problems of understanding, controlling, and, indeed, proving the existence of a general phenomenon and the lack of ability to characterize the effect.

d. (S/NOFORN) Actually, the government-sponsored work in the area of parapsychology represents a very small portion of the total worldwide activity in this field.²⁹ Since 1972, the combined funding for DOD and the intelligence community was less than a total of \$1.5M.

3. (S/NOFORN) Report Overview. The following remarks pertain to the organization of the report and are intended to help the reader locate relevant information:

Chapters 1, 2, and 3 together constitute an Executive Summary of this report.

Chapter 2 - Major Findings

Chapter 3 - Recommendations

Chapter 4 is a chronological overview of parapsychological activities, providing baseline information input to the Committee. Any value judgments or critique contained in the overview are not attributable to the Committee's action, but are included in order to reflect as accurately as possible the recorded status just prior to the Committee's activities.

Chapter 5 defines the specific fields of parapsychology which are the subject of this report. This chapter also attempts to establish the intellectual gaps which exist in trying to relate various phenomena under the umbrella of parapsychology.

Chapter 6 is both a practical and tutorial approach to experimental evaluation, with emphasis on the role and limitations of statistical analysis vs. good experimental design and execution.

Chapter 7 summarizes the existing intelligence assessments of parapsychological activities in the Warsaw Pact countries.

Chapter 8 summarizes various theories proposed to describe paranormal functioning. The material is included primarily for the sake of completeness and also offers some editorial comment with respect to their collective merit.

Chapter 9 reviews and critiques the remote viewing work as carried out by SRI. This material is included in the main body of the report since the RV work at SRI is either directly or closely related to all RV experiments carried out by the DOD and the intelligence community under contract or in-house.

Annex 1 and 2 furnish detailed information on the Committee's members and their activities.

Annex 3 through 9 furnish background information and critical comments on many of the programs which were reviewed.

Annex 10 contains specific suggestions for the production of an improved protocol for any future research in RV.

Annex 11 - References

4. (U) General Observations.

a. S/NOFORN) All members of the Committee perceived a real need to carry out the assigned mission and approached this task with great diligence and utmost sincerity. The very diverse backgrounds and experiences of the Committee members assured that a wide spectrum of objective views was brought to bear on the subject. The prime motivation for the professional commitment invested by the Committee

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members was based on the high potential payoff which the parapsychological phenomena could have for the military and intelligence communities, if, indeed, such effects could be harnessed, controlled, and further advanced.

b. (U) The Committee in the course of its work gained a very great respect for the sincerity and dedication which the individual investigators brought to their respective tasks; in several cases, functioning under the handicap of a non-sympathetic management.

c. (C/NOFORN) On balance, the Committee has indeed been persuaded that there is some probability that effects attributed to the RV phenomena exist under unexplained circumstances and in conjunction with particular individuals. However, to date, the experimental techniques have not been adequate to document such effects.

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& Observations (U)1. (U) Assessment of RV Phenomena.

a. (U) RV research and investigations thus far have not proved the existence of the phenomena and have not conclusively established any parametric dependencies. The same may be said about overall results based on current application-oriented activities.

b. (U) Many of the anecdotal events reported to this Committee as potential evidence of the existence of RV do not adequately sustain their claim under careful scrutiny. A few of the examples are subjectively spectacular, but lack of scientific procedures precludes their consideration as scientific evidence of the phenomena.

c. (U) On balance, the Committee has indeed been persuaded that there is some probability that effects attributed to the RV phenomena exist under unexplained circumstances and in conjunction with particular individuals. However, to date, the experimental techniques have not been adequate to document such effects.

d. (U) Even when granted the existence of the phenomena, careful attention to the consequences of false alarm rates in the achievement of useful performance levels would be paramount.

2. (C/NOFORN) Critique of Parapsychological Programs.

a. (C/NOFORN) Inadequate documentation and failure to apply adequate controls are the most frequent causes which limit the credibility that can be given to reports of "success" attributed to RV applications. In the judgment of the Committee, sole dependence on SRI-like protocols to resolve the RV issue will not be fruitful. Specifically, all RV programs reviewed included some form of subjective judgment of the degree of correlation; this factor and the ambiguous roles of the experimental designer, viewer, and interviewer are the two principal shortfalls.

b. (U) Operational programs, that by their very existence assume the reality of RV as given, may inadvertently establish the assumption in other communities that RV is real.

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c. (U) The possibility that present efforts can evaluate the existence of RV is seriously reduced because the work is carried out often by persons naive in the area of human experimentation at low budgetary support levels, with fragmentation of investigative efforts, using deficient experimental designs, and suffering from a lack of proper management direction. (Removing these deficiencies does not, however, guarantee that proof or quantification of the RV phenomena can be obtained.)

* d. (S/NOFORN) Lack of proper management involvement, direction, and review was evident at all activities surveyed; and the government-sponsored RV program lacks focus, objectives, and top-down management review and control. This reflects in ambivalent direction and support at all agencies visited.

e. (S/NOFORN) Most DOD and government-sponsored work in the area of parapsychology has been application-oriented; in relation to the worldwide effort in this area of investigation, it represents a very small portion. There are currently more than 150²¹ individuals, research institutes, universities, and professional societies in this country alone involved in parapsychological research and teaching activities. (Much of this work is also done under poor scientific procedures and in uncontrolled environments, especially as it concerns RV investigations.)

f. (U) The Committee found no evidence or any suggestion of fraudulent intent in any of the work examined.

3. (U) Parapsychological Research Standards.

a. (U) The conduct of parapsychological research to obtain scientific characterization and credible evidence of the parapsychological phenomena, would require an extremely disciplined and dedicated approach including:

(1) (U) Management commitment to a program which is sustained for an indefinite period of time at a cost of several million dollars per year.

(2) (U) Building essentially a new program, structured on an uncertain foundation, since very little data developed to date is suitable for further scientific extrapolation, except that previous research has established substantial knowledge of what not to do.

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(3) (U) Attracting a sufficient number of reputable and well qualified scientists from a variety of disciplines who are willing to dedicate substantial portions of their professional careers to this research.

(4) (U) Accommodation with substantial inhibitions in our society to this type of research, resulting in significant difficulties: (a) for conducting scientific investigations overtly; (b) recruiting and maintaining the high quality personnel required for this research; (c) publishing reports and exchanging data; and (d) establishing sufficient competition to obtain the required empirical replications.

(5) (U) Establishing test plans and procedures which are acceptable to the scientific community, which can be monitored by the sponsor for scientific and human-use integrity, and which are sufficiently rigorous to allow for experimental replication.

b. (U) Correct "statistical analyses" are a necessary, but not a sufficient condition for proper interpretation of data resulting from experiments of parapsychology. It is necessary to demonstrate more than statistical improbability; the quality of the data and the application of high scientific standards in the conduct and reporting of parapsychological experiments are at least as important as the statistical procedures used in evaluating the credibility of the results.

4. (U) Psychokinetic (PK) Activities.

a. (S/NOFORN) The Army-sponsored experimentation at MICOM and the related contract with SRI, as a stand-alone effort to assess the potential effects on a computer-generated random bit stream, will not prove or disprove the existence of the PK phenomena.

b. (S/NOFORN) Research work in PK-related topics and detailed experimental planning has been carried out in several scientific institutions, including the investigations by Dr. Hawke at Livermore Laboratories, Dr. Jahn at Princeton University, and Dr. Phillips at Washington University. Committee members who visited Dr. Hawke's laboratory were very impressed by the scientific approach used in his investigations. His type of PK experiments (see also Annex 7) is seen as considerably more valuable than PK effects on random number generators, such as is planned at MICOM.

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a. (U) The Committee found that to date no adequate theory has been proposed to explain the mechanisms of the remote viewing process. Several basic mechanisms have, however, been suggested to explain psychoenergetic processes. To date, none of these theories is sufficiently persuasive from a scientific point of view or precisely congruent with empirical evidence to dictate the construction of a set of experimental designs that would lead to a verification of such a theory. (Most of the Committee believes that an understanding of parapsychological mechanisms is of secondary importance at this time.)

b. (U) There is no evidence of any unifying parapsychological concept or even a speculative notion which provides a basis for assuming that further understanding of any sub-category of PK or RV will help explain other phenomena associated with these parapsychological areas; for instance, obtaining statistically significant results in affecting the atomic collision process in a random generator device bears no known relationship to making remote viewing more reliable and repeatable. Positive results from unequivocal PK experiments would significantly increase the confidence of the scientific community to conduct other parapsychological experiments.

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c. (U) The Committee was not exposed to any programs or suggested programs, which were adequately structured to prove or disprove the existence of the RV phenomena. Also, the Committee has not attempted to generate such a program; however, if a program were to emerge we would be very sympathetic towards recommending its implementation, since that would provide the justification for a serious scientific effort.

6. (C/NOFORN) Intelligence Considerations.

a. (S/NOFORN) Intelligence estimates of the quality and amount of parapsychological research activities in the Warsaw Pact countries are, admittedly, highly speculative, since insufficient and incomplete data are available for evaluation.

b. (S/NOFORN) Operational tests of RV are principally justified because of their potential high value in obtaining or supplementing intelligence information; however, the primary risk is that the test results may not be conclusive, either positively or negatively, with respect to the value of such techniques in an intelligence application.

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7. (C/NOFORN) Program Considerations. There are three potential major avenues of exploration available to DOD, which could be explored individually or in concert.

- a. (U) Proof of existence experiments.
- b. (U) Characterization of phenomena experiments.
- c. (C/NOFORN) Demonstration of utility through intelligence applications.

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CHAPTER 3

Recommendations (U)

1. (S/NOFORN) Proof of Existence. Work to demonstrate existence of the RV and PK phenomena should be supported if a credible approach were to emerge; however, it may be preferable to do this in some other agency other than DOD in order to more readily conduct the work in an open forum, which is necessary to subject the research to peer review.

2. (C/NOFORN) Characterization of Phenomenon. Parapsychological research (RV & PK) or related activities which have as their goal the scientific understanding and quantification of the phenomena, should not be sponsored until existence is established.

3. (S/NOFORN) Operational Applications. The Committee agreed that continuation of the operational endeavors does not necessarily imply that scientific proof has been demonstrated; however, the Committee was divided as to whether operational applications for intelligence programs can be carried out in an adequately controlled manner, sufficient to determine the usefulness or non-usefulness of the results. (See page 11a for minority opinion.)

(S/NOFORN) The majority (5 out of 8) believed that operationally-oriented RV activities aimed at determining the empirical value of RV to intelligence (like those at INSCOM and AFTAC) should continue, provided the following are done:

a. (C/NOFORN) Work must be monitored by an oversight committee that can review the work for its adequacy and guard against self-fulfilling prophecy. It should have members from the scientific and intelligence communities who can evaluate the adequacy of performance and reliability, as well as the requirements established by the user and provided to the operators. The false alarm rate should be considered in assessing the usefulness of the technique. Adequate review should occur periodically.

b. (C/NOFORN) Dependence on SRI approach should be phased out.

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c. (C/NOFORN) The attaining of useful data should not necessarily be attributed to the reality of RV phenomena.

d. (C/NOFORN) "Human-use" implications must be understood, properly authorized, and complied with, if applicable.

e. (C/NOFORN) Work should include adequate controls so that either value or non-value can be established.

4. (S/NOFORN) Current Programs. The RV work at AMSAA and the PK experiments at MICOM, along with the associated contractual supports from SRI, should be discontinued and terminated in the most cost-effective manner.

5. (C/NOFORN) Additional Future Activities.

a. (S/NOFORN) Although no significant military threat from parapsychological applications has been evidenced to date, the intelligence community should continue their collection efforts in this field in order to avoid any surprises.

b. (C/NOFORN) The progress of the parapsychological research being undertaken by the private sector in the U.S. and elsewhere in many laboratories and academic institutions²⁹ should be monitored and periodically reviewed via a DOD-assigned mission to an organization with competence in all relevant areas of science, with the view towards supporting or sponsoring such work as may be of interest to DOD.

6. (S/NOFORN) Management. A central DOD authority should be established to manage and fund the parapsychological program and monitoring activities. Management commitment to activities included in such a program should be unambiguous.

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MINORITY OPINION (U)

(Orlansky, Holloway, Tang) (U)

(C/NOFORN) Operational Applications.

1. (C/NOFORN) Full evaluation of operational tests of "Remote Viewing" would require valid ground truth data, reliable scoring procedures, preliminary trials to establish adequate experimental procedures and whatever lead times are needed to conduct adequate tests wherever and whenever they may occur. Since operational tests can occur with little warning, it is difficult to assure that most of the conditions noted above can be satisfied in that type of program. Further, such tests cannot be varied systematically in order to provide a basis for evaluating the sensitivity of the results to operational procedures or variations among observers.
2. (C/NOFORN) A minority of the Committee believes that a test program in an operation-like environment is not likely to provide useful or reliable data. We see little to be gained by recommending operational tests.
3. (C/NOFORN) Such tests can also be dangerous. By encouraging the conduct of operational tests, this Committee endorses actions which have dubious scientific validity at best and can have dangerous implications for those who may rely on its products. At the very least, this Committee would be giving scientific credibility to operational activities exploiting phenomena that it elsewhere notes have not been proven or disproven. *

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ANNEX 5

Comments Pertaining to INSCOM Investigations (U)

1. (U) History.

a. (S/NOFORN) Tasking. In the fall of 1978, the Intelligence and Security Command (INSCOM), Ft. Meade, MD was tasked to establish a program to examine potential use of psychoenergetics for intelligence purposes. Initially, specific interest has focused on that element now called Remote Viewing (RV). The INSCOM project (IGFP) has been and will be evolutionary in nature:

(1) Establish a training familiarization program utilizing specially selected INSCOM subjects (RVers).

(2) Establish RV intelligence collection techniques.

(3) Establish a system mechanism for responding to intelligence collection requirements (tasking by intelligence producers like DIA) so that RV-produced data is quickly and efficiently used.

b. (S/NOFORN) Selection of RVers.

(1) To accomplish the mission it was necessary to locate people who might possess requisite psychic talent. The approach here was to match a large body of candidates against a number of subjective traits observed by SRI over the years (an RVer profile).

(2) A total of 251 INSCOM personnel in the Baltimore/Washington area were considered. Out of the 251, 117 were interviewed in a "survey" which purported to determine attitudes about possible use of psychic phenomenon in intelligence collection.

(3) IGFP managers/interviewers were alert for individuals who were: well thought of by peers and supervisors, above average intelligence, self-confident, articulate, adventurous, open-minded, career successful, mature, and "emotionally stable". Additionally, artistic ability was desirable. Those who displayed unreasonable enthusiasm for or against psychoenergetics were eliminated from consideration. Also culled were those who, for personal or professional reasons, were uncomfortable with the concept of collecting foreign positive intelligence by psychoenergetics.

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TAB B

c. (S/NOFORN) Lessons Learned During Selection Process.

(1) Of the 117 interviewed, 30-40 met the basic criteria outlined in paragraph 1b(3) above. However, it was impossible to reduce this number further based only on the RVer profile. Another round of factoring down was done by application of a criteria based on assignment availability (relative permanence in the area). The number of the candidates dropped to 12. The lesson here is that should an expansion of the IGFP be required, it will not be difficult to locate people who will do well in RV.

declassified statement!

(2) More than 90% of all those interviewed considered psychic phenomenon to be real, and of practical value.

2. (U) Training.

a. (S/NOFORN) At the time the IGFP began, SRI was the only major serious organization exploring psychoenergetics. INSCOM was directed to conclude with SRI, a contract which called for a certain number of RV specialists to undergo SRI familiarization training.

is Soviet clearances etc

b. (S/NOFORN) In February 1979, SRI researchers intimately familiar with the subject matter selected six of the final twelve candidates to train. This phase began in April and is expected to end in December 1979. In-house familiarization and training at Fort Meade started in February 1979 and is expected to continue indefinitely.

c. (S/NOFORN) INSCOM has generally followed the RV protocol first established by SRI, with an orientation toward collection of foreign positive intelligence. (Note: The Army Surgeon General's Human Use Review Panel for GRILL FLAME found this protocol to be "technology transfer" rather than R&D.) As of 1 Oct 79, more than 150 RV tests have been conducted at Fort Meade. Project personnel assess the results as moderately successful. Some of the RV cadre now routinely provide useful intelligence data with the RV technique. These individuals have progressed far beyond so-called "beacon" and basic geographic coordinates work, and are now engaged against real world intelligence targets--a kind of OJT.

d. (S/NOFORN) Lessons Learned During Training.

(1) There are a number of factors which appear to help successful RVers. First, they must sense a "seriousness of purpose" for the on-hand task.

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frivolous coffee table tests seem to produce less usable data. The RVer must know and be motivated by the knowledge that his information is important, and that the reason for conducting a test goes beyond merely proving ("one more time") his ability to perform RV.

(2) The physical and social environment has a significant impact. The individual must feel that it is "OK" for him to perform this unique task; that he is not somehow considered an aberration or "kook". Physical surroundings must be comfortable, pleasing to the senses, and offer privacy, security, and quiet.

(3) If the RVer knows or believes that the viewing task is the most important event of his day, he is much more likely to develop good intelligence information. Outside influences (e.g., family problems, illness, job-related conflicts) have detrimental effects on his ability to do well. The bottom line is that the RVer must be totally committed to achieving positive results and allowed to achieve absolute mental concentration.

(4) It cannot, at this point, be said that familiarization training improves one's ability in RV. The collective data shows no training improvements, possibly because the whole organization is in a learning curve. Individually, however, there is noticeable improvement in specific RV abilities following such training.

(5) All persons involved in doing RV say they feel that they have learned much about the "process"; and are beginning to be able to distinguish between relevant (presumably psychoenergetic) target impressions and noise (fantasy, "analytical overlay" or whatever).

(6) Experience shows that a major problem is lack of suitable physical space. The project's present location is such that high levels of noise influence or abort RV sessions. Also, due to lack of appropriate office space, operational flexibility has been somewhat constrained.

(7) A serious problem surfaced during this phase: the availability of "Sunday hire" RVers to engage in sessions. The IGFP essentially operates on an ad hoc basis, with little or no promise of even minimal permanence. Existence or demise of the IGFP in fact rests on which way the winds that control scarce resources (time, funds, and people) blow. All RVers have other, normal duties in their parent organizations. As might be expected, this leads to

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considerable scheduling conflicts. Because IGFP enjoys what amounts to second priority, sessions are often cancelled or are impossible to schedule. It is fair to say that this issue has hindered progress and has been dysfunctional to the RV process itself. The latter point is that the RVer finds it difficult to muster requisite positive attitude and "seriousness of purpose", knowing that RV tasks rank below those of his primary duties.

3. (S/NOFORN) Operations. Introduction of the RV process into actual operations has been accomplished several times. This is not to say that the IGFP is ready for full operational employment. A great deal of further work is necessary to establish intelligence collection techniques. Also, no mechanical system for responding to tasking exists. Optimistically, some operational utility can be expected in 1981. First utilization of this special technique will most likely be along the lines of tip-off (or cueing) to other collection systems. These could then be brought to bear on the target of interest.

In fact, we are not!

4. (U) Comments.

a. (S/NOFORN) The INSCOM activities are being guided by common sense and disciplined procedures. We should not lose sight of the fact that INSCOM is not engaged in a venture into science, but rather one of a utility nature. Personnel involved are professional intelligence officers representing the three major disciplines: human, photo, and signal intelligence.

b. (S/NOFORN). Notably, the IGFP gauges how good individual sessions are based on strict operational judgments (how much usable intelligence is produced). This is in stark contrast to projects in other places which rely on exotic, often flawed, statistical methodologies to evaluate the results.

c. (S/NOFORN) The body of wisdom being accumulated is not grounded on stagnant repetitions of the basic SRI RV drill first developed in the early 1970s. It is impressive that the project is moving into type tests in which several iterations (they call it "building an intelligence pyramid") on the same target seem to provide a more accurate, detailed picture of the site.

d. (S/NOFORN) Data on each session is impeccably maintained. In addition, the managers have developed several visual tools that lay out clearly the number of failures, successes and in-betweens. One is not forced to guess, or have to pry out, what has gone on at INSCOM

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5. (U) Suggested Improvements and Observations.

a. (S/NOFORN) The current level of personnel assets should be immediately stabilized for at least two years. Intelligence analysts should be a direct part of the effort. Because of disruptions caused by TDY trips, other job commitments, etc., personnel involved in GRILL FLAME should be fixed into some organization configuration controlled by the project officer. (Note: It is only fair to recognize that one cannot spend his whole day doing RV. Common sense should prevail and whenever possible project personnel should be released to work whenever needed.)

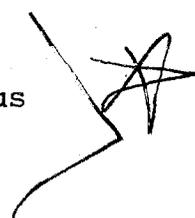
b. (U) An adequate work and administrative area is needed. It should meet the general criteria established in paragraphs 2d(2)(6) above.

c. (S/NOFORN) Because of the uniqueness and sensitivity of the project, extraordinary measures should be established, followed, and inspected, to ensure that those individuals involved in the project do not lose career standing in relation to peers. For example, a general officer review of all OERs and EERs appears to be warranted. There is no small danger that an individual's career, particularly under the present ad hoc personnel situation, might be irreparably damaged by rating officials who feel robbed of control of people under their supervision.

if a problem which is currently insurmountable then we can do it.

d. (S/NOFORN) Regardless of the apparent near-term potential offered by RV, the INSCOM's project status should remain one of familiarization and training. The work should not be prematurely thrust into the operational arena. For the next two years, INSCOM should be permitted the "luxury" of tightening up procedures and attempting product improvement (see Chapter 3, para 3). The project should have, should it be needed, support of any resources within DOD. An example might be USAF support in development and analyzing intelligence targets.

e. (U) INSCOM is to be commended for its logical, level-headed, and professional approach to a most curious problem.



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